

**LEADERSHIP STYLE AND ORGANIZATIONAL GOAL ATTAINMENT IN
PUBLIC INSTITUTIONS: A CASE STUDY OF UNIVERSITY OF BENIN**

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**DEPARTMENT OF PUBLIC ADMINISTRATION
FACULTY OF SOCIAL SCIENCES,
UNIVERSITY OF BENIN,
BENIN CITY.**

JANUARY, 2023

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**BEING A PROJECT WORK SUBMITTED TO THE DEPARTMENT OF
PUBLIC ADMINISTRATION, FACULTY OF SOCIAL SCIENCES,
UNIVERSITY OF BENIN, BENIN CITY, IN PARTIAL FULFILLMENT OF
THE REQUIREMENTS FOR THE AWARD OF BACHELOR OF SCIENCE
(B.Sc.) DEGREE IN PUBLIC ADMINISTRATION**

JANUARY, 2023

CERTIFICATION

This is to certify that this project was carried out by Ehigie Sandra Iyobosaserere with Matriculation Number SSC1611741 of the Department of Public Administration in partial fulfillment of the requirements for the award of Bachelor Degree (B.Sc.) in Public Administration, University of Benin.

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DEDICATION

This work is dedicated to God almighty for his grace towards my life and my academic pursuit and also to my family for their care, prayers and financial support.

ACKNOWLEDGEMENTS

My sincere gratitude goes to God Almighty for his grace and infinite mercy towards my life during the period of my study in the University of Benin.

I wish to commend the effort of my amiable supervisor Mr. E. Aigbe. I am very grateful their direction and support towards the completion of this study. God bless you abundantly.

My sincere gratitude goes to all the lecturers of Public Administration whom I sat under their tutelage during my sojourn in this department. Worthy of note include; Prof. F. Imuetiyan, Prof. Lambart Uyi Edigin, Mr. E. Okonmah, Dr. I. Mustapha, Dr. C. K. Omorede, late Dr. Barr. Ekpu, Mr. J. Osazuwa, Mr. J. Onufe, Mr. E. Aigbe, late Mr. E. Aimuan, Mrs. J. Ugo, Mr. O. Araziua, Princess A. Akenzua, Mrs. P. Omamor and others too numerous to mention, and not to forget all member of the Non Academic staff of the department. For their support and encouragement, may God bless you all real good.

Special thanks to my parent and my lovable siblings who serve as inspiration throughout my stay in the University of Benin.

Numerous thanks to my friends thanks for the outstanding friendship throughout my stay in school.

Thank you God bless you.

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Abstract

This study examined the effect of leadership on organizational performance: A case study of UBTH. The study adopted the survey design on the bases of which the questionnaires was used as research instrument to source data. The population of the study comprised of 3840 staff in University of Benin Teaching Hospital,. A sample of 200 staffs was adopted for the study. The data was analysed using percentage and chi-square statistical technique. The result shows that leadership effectiveness affects organizational performance in University of Benin Teaching Hospital. The result also revealed that leadership administrative behaviour affects organizational performance in University of Benin Teaching Hospital. The result further indicated that supportive and directive leadership style affects organizational performance in University of Benin Teaching Hospital. The study recommends that since leadership is one of the basic means used in attainment of organizational goal/objective, every organization should ensure that the right leader man their organization in order to achieve their set goals and or objectives. Leaders should adopt a well-articulated leadership behavior that will maximize their leadership potential as well as transcend into the behaviour of their employee which will facilitate organizational performance. Organizations should endeavour to encourage their employees as well as recommend their behaviour for optimal performance. The management team should always have the welfare of the workers at heart. Subordinates should be educated about the need for harmony with them and their leaders in the work place for the mutual benefit that geared towards organizational performance.

CHAPTE ONE

INTRODUCTION

1.1 Background to the Study

In efforts to improve organizational performance and staff professionalism that will enhance client satisfaction with quality service delivery, the Management of the University of Benin Teaching Hospital (UBTH), on Saturday 13th July 2019 conducted a leadership orientation programme for newly appointed heads of departments. The orientation programmed which was anchored by the Chief Medical Director, Prof. Darlington Obaseki, was facilitated by the Chairman, Medical Advisory Committee, Professor Casimir Omuemu, Dr. Iguodala who is a director of academic planning of UNIBEN and other top management staff of both institutions. UBTH values her members of staff and is committed to fostering a culture of continuous quality improvement for the benefit of esteemed clients and the society at large (Egbejule, 2019).

The goal of any organization is not only to survive, but also to sustain its existence by improving performance. In order to meet the needs of the highly competitive markets, organizations must continually increase performance (Karamat, 2013). Leadership is conceived as a process where one or more persons influence a group of person to move in a certain direction. The word leadership has been used in various aspects of human endeavour such as politics, business, academics and social works.

Messick and Krammer (2004) argue that the degree to which the individual exhibits leadership traits depends not only on his characteristics and personal abilities, but also on the characteristics of the situation and environment in which he finds himself. Therefore, an individual will support the organization if he believes that through his personal objective and goals could be met, if not, the person's interest will decline (Arslan & Staub, 2013; Omira, 2015). Leadership occurs when one group member modifies the motivation or competence of others in the group. Leadership entails an unequal distribution of power between leaders and group members (Nongo, 2009). Group members have power, but leaders usually have more powers.

Many organizations has failed due to ineffective leadership style of the management team of such organization and institution on such situation, the workers are not well organized, controlled or coordinated (Litz & Scott, 2017). The effect of this attitude arises from ineffective leadership style, low productivity, high operating cost, uncooperative attitude of employees etc. All these at the long run lead to the closure of the organization (Sofi & Devanadhen, 2015). Some organizations are faced with the problem of sourcing for competent leaders who have personality, knowledge, intelligence and experience to lead. There are numerous styles of leadership but for this study, the transformational leadership, transactional leadership and laissez-faire leadership style is considered (Fasola, Adeyemi & Olowe, 2013).

The transformational leadership style is more effective, productive, innovative, and satisfying to followers as both parties work towards the good of the organization been propelled by shared visions and values as well as mutual trust and respect. Effective leadership as a unique ways and integrating employees with the organisation to achieve its vision or objectives and that to a large extent the effectiveness of a leader is largely dependent to the styles adopted by managers which he says is central in the management of organizations (Aydogdu & Asikgil, 2011).

Efficient and effective organization performance and productivity is the core target and interest of any business establishment. The efficiency and achievement of any organizational goal must be anchored on certain persons and responsibilities delegated to persons for the purpose of concentration and division of labour benefit (Aziz, Mahmood & Abdullah, 2013). Attitude and behavior towards any activity is also a core determinant of the success of that act. The behavior of employees in organizational life and their relationship with their jobs are affected by many variables. One of the most important of these variables is leadership behavior of supervisors for leadership is seen as the behavior of impressing people in many studies (Ali, 2019).

Leadership is the process through which an individual tries to influence another individual or a group of individuals to accomplish a goal. Leadership is valued in our culture, especially when it helps to achieve goals that are beneficial to the population,

such as the enactment of effective preventive health policies. An individual with leadership qualities can also improve an organization and the individuals in it, whether it be a teacher who works to get better teaching materials and after school programs or an employee who develops new ideas and products and influences others to invest in them (Hashim, Khattak & Kee, 2017).

The behaviour of employees in organizational life and their relationship with their jobs are affected by a lot of variables. One of the most important of these variables is leadership behavior of supervisors for leadership is seen as the behavior of impressing people in many studies (Ojokuku, Odetayo & Sajujigbe, 2012; Ukaidi, 2016). It has also become clear that organizational commitment has important implications for employees and organizations through various studies by researchers. Bennett and Durkin (2000) stated that the negative effects associated with a lack of employee commitment include absenteeism and turnover (Chukwu, Campus & State, 2013).

It could be observed that leadership and management envisages deeply into what the organization can achieve if the quality of recognition is accorded to them. Leadership has been propounded to include the sources of influence that are built into a position in an organizational hierarchy. These include organizationally sanctioned rewards, and punishments, authority, as well as referent and expert power (Danisman, Tosuntas & Karada, 2017). It could be seen however, that subordinates within the organization,

through not all seem to enjoy the influence that exists all over and above the organization. Leadership is very essential organization and greatly influences the whole organization because achievements and results occur corollary to the traits being projected by the leader.

1.2 Statement of the Research Problem

Over the years, there have been conflicting ideas and conceptions about the effect of leadership style and the behavior of employees towards productivity. Leadership includes the ultimate source of power but has that positive ability in persuading other individuals and to be innovative in decision-making. According to Bennis and Nanus,(2013) many organizations are over managed and under led. The difference is crucial, managed are people who do things right, but leaders are people who do the right things always. Problems are bound to occur within every noted organization and decision-making is bound to generate conflicts while initiating policies. People are expected to coordinate. Whatever they are doing to achieve organizational goals. In this light, the notions of leadership act are those, which help a grouping meeting those stated objectives (Bavelas 1960). This study is looking at the proportion of organizational leadership that deals with both human psychology as well as expert tactics. Organizational leadership which emphasizes on developing leadership skills and abilities that is relevant across the organizations. It means the potential of the individuals to face

the hard times in the organization and still grow during those times. It clearly identifies and distinguishes the leaders from the managers. The leader should have potential to control the group of individuals.

However, the scholarly ideology and dichotomy on the degree of impact exacted on productivity and employee performance by leadership and organizational behavior remain a national and scholarly contest. Several researchers are of the opinion that leadership style is greatly related to performance while others believe that employee behavior is more related to productivity and performance level of an organization at large. Undisputable, different scholars have different ideas and different perception about organizational behavior and leadership style.

Thus, the question remains,

1,3 Research Questions

From the background and problem of the study the following research questions are raised to direct the study.

- 1) Does leadership effectiveness affect organizational performance maximization in UBTH?
- 2) What is the effect of leadership administrative behavior on organizational performance in UBTH?

- 3) What is the effect of supportive and directive leadership style on organizational performance in UBTH?

1.4 Research Objective

The main objective of this study is to ascertain the impact of leadership and organizational behavior on employee performance.

The specific objectives of this study include:

- 1) To examine whether leadership effectiveness affect organizational performance in UBTH.
- 2) To find whether leadership administrative behaviour affect organizational performance in UBTH.
- 3) To examine whether supportive and directive leadership style affect organizational performance in UBTH.

1.5 Hypotheses of the Study

The following hypotheses are stated in the null and alternative form. The hypotheses is formulated according to the specific objectives

- 1) H₀: Leadership effectiveness does not affect organizational performance in UBTH.
H₁: Leadership effectiveness affects organizational performance in UBTH.
- 2) H₀: Leadership administrative behaviour does not affect organizational performance in UBTH.

H₁: Leadership administrative behaviour affects organizational performance in UBTH.

3) H₀: Supportive and directive leadership style does not affect organizational performance in UBTH.

H₁: Supportive and directive leadership style affects organizational performance in UBTH.

1.6 Scope of the study

The area of coverage of this the research work is limited to University of Benin Teaching Hospital Benin City, Edo State. The project is primarily concerned with the impact of leadership on organizational performance particularly in UBTH.

1.7 Significance of the study

Every research work is expected to be of relevance to certain persons thus this work will be relevant to the following;

To the academia, this work will be relevant as it will constitute a literature of relevance on the topic organizational behavior and leadership.

It will serve as a working document for firms and business organizations on the type of leadership style to adopt and the implications of employee's behavior on their performance.

To further researchers, this work will be adopted as a research material for further studies and reference material.

This work will highlight various strategies to manage different organizational behaviors since people behave differently.

1.8 Definition of Terms/Concepts

The following are definition of terms for this study, this terms are used as they are represented in the study.

Leadership: Leadership is a process of social influence, which maximizes the efforts of others, towards the achievement of a goal. Leadership is also a practical skill encompassing the ability of an individual, group or organization to "lead", influence or guide other individuals, teams, or entire organizations.

Leadership Effectiveness: leadership effectiveness is the successful exercise of personal influence by one or more people that result in accomplishing shared objectives in a way that is personally satisfying to those involved. This definition arouses controversy when examined from perspectives based on behaviour. Effective leadership includes exhibiting a strong character. Leaders exhibit honesty, integrity, trustworthiness, and ethics. Leaders act in line with how they speak and earn the right to be responsible for others' success in the company. Strong leadership involves clear communication skills.

Organizational Performance: Organizational performance comprises the actual output or results of an organization as measured against its intended outputs. Organizational

performance also encompasses three specific areas of firm outcomes: financial performance; product market performance; and shareholder return.

Leadership Administrative Behaviour: administrative behaviour is a generic term used to describe the process by which people within organizations work to enhance performance. For example, This refers to the processes by which goal specificity and formalization contribute to rational behaviour in organizations.

Supportive Leadership Style: Supportive leadership involves building trust, inspiration, and helping colleagues overcome the challenges they encounter. Leaders looking to be more supportive of their teams should try to encourage teamwork, pay attention to members' relationships, and also show commitment.

Directive Leadership Style: Characterized by leaders making decisions for others and expecting followers to follow instructions. The directive leader is adept at giving instructions, setting expectations, and establishing timelines and performance standards.

CHAPTER TWO

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.1 The concept of leadership

Leadership is an act that has several definitions and conceptions, however, the following conceptual definition and perception of leadership will be adopted in this research. Leadership is the process through which an individual tries to influence another individual or a group of individuals to accomplish a goal. It is an organizational tool or mechanism for control and monitoring. Scholars in relation to the context and situation have always defined leadership. There is actually no consensus on the definition of leadership. Thus Yuki (2006) defines as an act that could be carried out in terms of group process, influence, personality, compliance, particular behavior, persuasion, power, goal achievement, interaction role differentiation and a combination of two or more of these. Hemphill and Coons as cited in Yuki 2006 defined leadership as a behavior of an individual when he is directing the activities of a group toward a shared goal. Robbins (2001), defines leadership as the ability to influence a group toward the achievement of goals.

A leader is interpreted as someone who sets direction in an effort and influences people to follow that direction. How they set that direction and influence people depends on a variety of factors that we'll consider later. Amidst this definitional plurality of

leadership, there are certain element that are inherent in the definitions and are applicable to leader irrespective of the definition dimension. The truth of leadership is that it is not what is contained in the leader or his personal charisma rather it is his ability to transcend or exact an influence on peoples acts and actions. The act of leadership is transactional in that while the leader affects and influences the followers, the acts and actions of the followers does the same to his. Thus, the relationship between the leader and his followers are transactional. The act of leadership is dependent on the act of influence thus no influence no leadership Oko (2015). In its totality the definition of Yukl and Van Fleet (1992), will be feasible for this study

“Leadership is a process that includes influencing the task objectives and strategies of a group or organization, influencing people in the organization to implement the strategies and achieve the objectives, influencing group maintenance, and identification, and influencing the culture of the organization”

2.1.1 Leadership Behaviour

Leadership has been a very controversial concept and it has more than 350 definitions (Burke, 1985). Other than that, Kuchler (2008) was highlight that leadership persistent to be one of the most extensively discussed topic by the researchers from all over the world. The term leadership means different things to different people. Although no ultimate definition of leadership exists Yukl, (2001), the majority of definitions of leadership reflect some basic elements, including “group” “influence” and “goal”

Bryman, (1992). Today, new definitions are added to the list as well. Despite the fact that there have been very different definitions of leadership, concept of ‘influence’ has been used in almost all of them Çokluk & Yılmaz, (2010). One of the most important reasons for this difference in leadership definitions is the difference and leadership theories in positioning leadership.

Moreover, leadership also is a process of interaction between leaders and followers where Northouse (2010) was highlighted the leader attempts to influence followers to achieve a common goal which according in a popular textbook on leadership. Yukl (2010) defined leadership as the process of influencing others to recognize and agree about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to accomplish shared objectives. Yet, Yukl’s states that leadership includes efforts to influence and facilitate the current work of the group, and it also ensures that the group is ready to meet future challenges. By referring Daft (2008), considerate leaders are sociable, provide open communication, develop teamwork, and are oriented toward their subordinates.

Tjosvold (1981) theorized that if power were to be defined in field theory rather than in behavioral terms, it is more like the control of valued resources where A has power in relation to B when A has resources that can affect the extent that B accomplishes goals. Later, contingency or situational approach came into the picture

which largely displaced the dominant trait and behavior approach. This approach views leadership effectiveness as dependent upon a match between leadership style and the situation. It also focuses on the degree to which the situation gives control and influence to the leaders. The primary thrust was that the qualities of leaders differentiate in various situations and so were those qualities were perhaps appropriate to a particular task and interpersonal context. One of the most important theories evaluated among situational leadership theories is Path-Goal Theory developed by Evans, 1970; House, (1971). Currently, Path-Goal theory is the most influential contingency approach to leadership Robbins, (2005). In this theory, the way the leader impresses the followers, the way goals about the work are perceived, and the ways to achieve the goals are taken into consideration.

Thus, according Njoroge, (1997), leaders cannot be successful and responsible leaders without the right skills, tools and resources. According to Path-Goal Theory, motivations, satisfactions, and work performances of followers depend on the leadership styles chosen by their administrators Bycio, Hackett, & Allen, (1995) House, (1971), Sayles(1981). Multiple dimensions of leadership behavior were carefully examined and revised in Path-Goal Theory studies. In this investigation, some dimensions such as leader initiating structure, consideration, authoritarianism, hierarchical influence, and degree of closeness of the supervision were determined. All dimensions were analyzed

with Path-Goal Theory's variables such as balance and effectively taken into consideration House, (2010). As a result of these analyses, four basic leadership behaviors were determined in Path-Goal Theory. These are supportive, directive, participative, and achievement-oriented leadership behavior.

However, this study will adopt only to two leadership behaviors these are:

2.1.2 The Supportive and the Directive Leadership Style

I. Supportive Leadership Behavior

Rollinson and Broadfield (2002) sees supportive leadership as talking to people, supporting their efforts, giving them hope, solving their problems, and participate them in decision-making process. Thus, supportive leadership involved in emotions and personal expectations are taken into consideration. Leaders tend to stray from the path they follow for the sake of happiness and satisfaction of their followers. In this context, House (1996) was highlighted that supportive leadership is the most effective leadership behavior on subordinates.

In additional, supportive leaders could be described as having characteristics such as being a model, appreciating and congratulating what has been done, helping their subordinates, explaining reasons for criticisms, and set constructive criticisms. Furthermore, leader's response was legitimate, having an increased commitment, building support for the leader, defending the leader's response, having increased respect for the

leader, empathizing with the leader, and offering to find a joint solution Eubanks, Antes, Friedrich, & Caughron, (2010). In further elaborated that a supportive leadership style is one in which the leader creates a facilitating task environment of psychological support, mutual trust and respect, helpfulness, and friendliness Hernandez, Eberly, Avolio, & Johnson, (2011).

ii. Directive Leadership Behavior

Directive leadership simply infers that the leader tells subordinates exactly what they are supposed to do. the directive leadership behavior could be described as the situation where leader gives complete and essential directives on a particular subject. In directive leadership behavior, the questions like “what to do, how to do, where to do, when to do, and who should do?” was clearly specified. Thus, Hanson (2003), Lunenburg and Ornstein (2000), and Rollinson and Broadfield (2002) examined the performances of the organization members are secretly inspected and observed. In the other hand the behavior of directive leadership is telling the expectations to those under the command (followers), planning, programming, autocratic controlling goal performance, and bringing out standards in behavior. The leader explains followers’ roles, and followers clearly understand what they are expected to do.

2.1.3 Leadership Style

Leadership as a key factor in determining organizational success has been studied extensively in the past century in the management field Bass & Avolio, (1997). Current leadership theories indicate that leadership behaviors can be categorized into two main styles:

Transformational Leadership and Transactional Leadership

i. Transformational leadership

This is the most studied leadership style across disciplines. Transformational leaders are charismatic. They motivate subordinates and appeal to their ideals and moral values by creating and representing an inspiring vision of the future Bass & Avolio, (1997). This form of leadership involves the creation of an emotional attachment between leaders and employees. Transformational leaders take a real interest in the well-being of their employees. As suggested by Jin (2010), transformational leadership integrates the elements of —empathy, compassion, sensitivity, relationship building, and innovation. It fosters a climate of trust, nurtures employees' confidence, and encourages their individual development. In addition, transformational leadership includes the elements of participative decision making and sharing of power, as noted by Aldooray and Toth (2004). Podsakoff et al. (1990, 1996) suggested that six dimensions define transformational leadership behavior:

- I. identifying and articulating a vision
- II. providing an appropriate model
- III. fostering the acceptance of group goals
- IV. setting high performance expectations,
- V. Providing individualized support
- VI. and promoting intellectual stimulation

Identifying and articulating a vision involves leaders identifying new opportunities for the unit or the company, and developing, articulating, and inspiring employees with the vision of future. Providing an appropriate model refers to leaders setting examples for employees that are consistent with the values they hold. Fostering the acceptance of group goals means promoting cooperation among employees and getting them to work together toward common goals. High performance expectation refers to leaders demonstrating their expectations for excellence, quality, and high performance for employees. Providing individualized support means that leaders respect employees and attend to their personal feelings, needs, and well-being. Intellectual stimulation refers to leaders stimulating employees to challenge their status quo and to —think creatively, take risks, and participate intellectually Harms & Crede, (2010).

ii. Transactional leadership

This is an exchange process. It is a matter of contingent reinforcement of employees based on performances. It motivates subordinates by appealing to their personal desires, based on instrumental economic transactions. Transactional leaders generally use organizational bureaucracy, policy, power, and authority to maintain control; this style of leadership is occasionally referred to as authoritative Bennet, (2009). Previous leadership scholars Bass, (1985) Podsakoff, (1990) have identified contingent reward, which involves leaders clarifying roles and task expectations and providing contingent rewards on the fulfillment of contractual obligations, as the principal behavior to represent transactional leadership because it —captures the exchange notion fundamental to transactional leader behavior Podsakoff, (1990) . The transactions or exchanges included in contingent reward may include tangible (e.g., pay increases) or intangible (e.g., recognition) commodities.

2.1.4 Organizational Commitment

According to Demir et al. (2009), commitment is a personal relationship to some course of action. Personal or self-commitment involves a guarantee to do the best one can in every situation and to be the best that employees can be. While there are different definitions of organizational commitment in scholarly literature, these definitions share a common theme in that organizational commitment is recognized to be a bound of the

individual to the organization Samad, (2005). Committed employees feel the need to go beyond normal job requirements in order to make a significant personal contribution to the organization Perryer & Jordan, (2005). Moreover, organizational commitment is multi-dimensional construct refers to view in the direction of employee's attachment to organization and it is a constant process which indicates the contribution of individuals in organization Eisenberger, Fasolo, & Davis-LaMastro, (1990). So that, the organizational commitment determines individual characteristics with a certain organization and its contribution in that organization, consistently organizational commitment considered as a kind of emotional and psychological attachment to the organization. Thus, according to this advance by Aghdasi, Kiamanesh and Ebrahim (2011) individual with strong attachment to this organization will feels cohesive with it and get pleasure from being a member of organization.

Furthermore, it is employee's feelings of obligation to stay with their organizations. These feelings result from the normative pressures employees' experience Viljoen & Rothmann, (2009). According to this definition, organizational commitment has three basic components are identification as a strong belief in and acceptance of the organization's goals and values, involvement as willingness to exert a considerable effort on behalf of the organization, and loyalty as a strong intent or desire to remain with the organization. Therefore, organizational commitment has been suggested three different

types by Allen and Meyer (1990) which has been commonly used in other studies in last 20 years for example Dawley, Stephens and Stephens (2005) as listed below and also adopted by Omar et. al. (2013):

i. Affective Commitment

Based on Meyer and Allen (1991), definition of affective commitment refers to employee's emotional attachment, identification and involvement in the organization. Due to this loyalty, one is fully willing to accept the company's goals and values as his/her own. Moreover, affective attachment refers to affective orientation to the group; it is the strength of individual identification with the group or organization, or an emotional bond between individual and organization Ashman & Winstanley, (2006). According to Hartmann and Bambacas (2000) affective commitment is a feeling of attachment and belonging to an organization, that includes the structure of the organization, the type of work experiences, and personal characteristics.

ii. Continuance Commitment

In continuance, commitment refers to employee's point of view of whether the costs of leaving an organization are greater than of the costs of staying. Employees who perceive that the costs of leaving the organization are greater than the costs of staying remain because they need to. In addition, anything that increases the cost associated with leaving the organization can lead to the development of continuance commitment where

self-investment is the amount of valuable resources such as effort, time, and energy that an employee has spent in the organization for its well-being Meyer & Allen, (1991). Lost benefits include accrued pensions, promotions based on tenure, loss of values, future opportunities, or lost efforts if skills or systems are not transferable Hartmann & Bambacas, (2000).

iii. Normative Commitment

Dawley et al. (2005) refer to normative commitment as obligation reflected as the result of familial or cultural pressures. In other words, normative commitment is more focused towards employees' feelings of obligation to the organization. Where the employees with high levels of normative commitment stay with the organization because they feel they ought to Parish, Cadwallader, & Busch, (2008). On the basis of the works of Meyer and Allen (1991), Scholl (1981), and Wiener, (1982) suggested that two mechanisms, socialization and exchange, play a key and operative role in the development of normative commitment. According to Wiener (1982), normative commitment develops as a result of normative beliefs that are internalized through pre-entry (familial and cultural) and post entry (organizational) socialization processes. The second mechanism is the principle of exchange, or what Scholl (1981) call a norm of reciprocity.

Based on this principle, normative commitment develops through the receipt of rewards from the organization that instill a sense of moral obligation to reciprocate with commitment. Referring to Carrière and Bourque (2009), the most universal forms of organizational commitment studied and reported in the academic literature are affective (emotional attachment to the organization), continuance (perceived costs related with leaving the organization) and normative (feelings of obligation towards the organization). Organizational commitment are depends on the perception of employees. Eisenberger, Huntington, Hutchison and Sowa (1986) and Steers (1977) show that if the employee finds the organization to be more supportive, a higher level of organizational commitment will result and the direct effort to induce commitment can produce long-term benefits for the organization.

2.2 Leadership and Management

John Kotter (1988) distinguishes leadership from management. Effective management carefully plans the goal of an organization, recruits the necessary staff, organizes them, and closely supervises them to make sure that the initial plan is executed properly. Successful leadership goes beyond management of plans and tasks. It envisions the future and sets a new direction for the organization. Successful leaders mobilize all possible means and human resources; they inspire all members of the organization to support the new mission and execute it with enthusiasm. When an organization faces an

uncertain environment, it demands strong leadership. On the other hand, when an organization faces internal operational complexity, it demands strong management. If an organization faces both an uncertain environment and internal operational complexity, it requires both strong leadership and strong management.

2.2.1 Leadership and Management are they the same?

Specifically, management is associated with four major traditional function: planning, organizing, leading and controlling/coordinating. However, many educators, practitioners and writers disagree with this traditional view. These functions are similar to those of leadership. However, leadership is correlated with management in certain cases.

2.2.2 Views That Leading Is Different Than Managing

Siokwu (2013) in her research adopted the following views:

Different scholars have different view from the traditional view that leading is a major function of management. Management Styles (says they're different and compares different traits) Leadership (includes good overview of styles, and differences of manager and leader) View That Separating "Leading" from "Managing" Can Be Destructive. Another view is that to be a very effective member of an organization (whether executive, middle manager, or entry level worker), you need skills in the functions of planning, organizing, leading and coordinating activities the key is you need to be able to emphasize different skills at different times. Yes, leading is different from planning,

organizing and coordinating because leading is focused on influencing people, while the other functions are focused on "resources" in addition to people.

However, that difference is not enough to claim that "leading is different than managing" any more than one can claim that "planning is different than managing" or "organizing is different than managing". The assertion that "leading is different than managing" and the ways that these assertions are made can cultivate the view that the activities of planning, organizing and coordinating are somehow less important than leading. The assertion can also convince others that they are grand and gifted leaders who can ignore the mere activities of planning, organizing and coordinating they can leave these lesser activities to others with less important things to do in the organization. This view can leave carnage in organizations.

2.2.3 Leadership and employee performance and empowerment

Scholars have identified the important role that organizational leadership plays in empowering employees. According to Spreitzer (1995), two work context factors determine employees' feeling of empowerment: information and rewards. Specifically, information about the organization's mission and information about performance are crucial for empowering employees. Without being informed about where the organization is headed, employees will not be able to have the sense of control or being involved; without performance information, employees will not be able to know how well they are

performing, which is fundamental to reinforcing a sense of competence Lawler, 1992; Spreitzer, (1995). Transformational leaders characterized by open communication can empower employees by articulating clear organizational future goals, generating employee enthusiasm for worthy causes, and expressing high performance expectation from employees. A second critical factor for empowerment is an incentive system to reward employee performance Lawler, 1992; Spreitzer, (1995). Performance-based rewards, often associated with transactional leadership, may recognize and reinforce employee competencies.

However, an over-reliance on rewards and punishments will create the perception of a lack of delegation among employees Bass & Avolio, (1994). Therefore, overall, a negative relationship should be expected between transactional leadership and empowerment. Behling and McFillen (1996) posited that employees' feeling of empowerment is crucial to the ability of transformational leadership to have a positive influence on the responses of employees. In a similar vein, Epitropaki and Martin (2005) suggested that by empowering employees, transformational leaders could create a perception among employees that they are being taken seriously, listened to, and valued as members of the organization. Following Bass's (1999) notion that employee empowerment is a potential mediator for transformational leadership effects, Castro, Perinan and Bueno (2008) demonstrated that employee empowerment (including

perceived competence and control) mediates the relationship between transformational leadership and employee attitudes, specifically, job satisfaction and affective commitment to the organization. Following their line of thinking, the present study posits the mediating role of employee empowerment in the influence of transformational leadership and transactional leadership on perceived organizational reputation by employees.

2.3 Relationship between Leadership and Organizational Performance

Several studies have been carried out by several researchers on the relationship between employees performance and leadership style as well as organizational behavior. Some of which are reviewed below. Siokwu (2013), carried out a research on the impact of leadership and organizational behavior on employees productivity. a case study of Diamon bank plc, Enugu branch. The work adopted a descriptive design for its methodology, the study was carried out to effectively ascertain the positive or negative effect of leadership style appraisal on the organizational behaviour of management and employees. The researcher employed various methods and procedures to achieve the objective of the research.

The descriptive method was mostly adopted which survey method extensively and describes the researchable situation. It also ascertains the properly desired data. The findings also shows that these qualities are very much indispensable to growth in the

organization, positive relationship amongst all the members of the organization, the behaviour of management and employees are very much affected by traits, skills, actions in situation and full recognition of all employees in the organizational system. The present study shows specially, that whatever the case may be, suggestions highlight that organizational efficiency and growth in profit is a function of the preferred leadership style by management and employees.

Omar et. al (2013) carried out a research work on the Impact of Leadership Behavior On Organizational Commitment in Plantation Companies in Malaysia. This research was carried out with the intention of examining the impact employees' perceptions of their immediate supervisors' supportive and directive leadership behavior and different types of organizational commitment in plantation companies in Malaysia. The study used a survey strategy "self-administered questionnaire", to collect the primary data. The sample of the targeted consists of 300 supervisors and employees from various plantation companies in Malaysia by using the non-random sampling technique to participate in this study. The statistic results found that there are significant strong relationship between the leadership behavior and the organizational commitment. More importantly, there are significant impacts of the leadership behavior on organizational commitment. In addition, supportive and directive leadership behaviors do play important roles in determining the levels of employee's commitment.

Leaders should consider in matching both leadership behaviors based on the situation of their subordinate. Thus, the paper contributed to the existing pool of knowledge on the empirical impact of leadership behaviors on organizational commitment. Different aspects of these variables were tested, so as to provide a wider and more comprehensive understanding of the factors that affect organizations and employees in plantation company's societies in Malaysia.

Linjuan (2010) carried out a research on the impact of organizational leadership on public relations effectiveness from an internal perspective. The work discovered and stated that organizational behavior and leadership style impacts on public relations and effectiveness . The results showed that transformational leadership positively influences employees' perception of organizational reputation, not only directly but also indirectly, through empowering employees. Transactional leadership represented by contingent reward behavior has a significant negative direct effect on employees 'perception of organizational reputation. Transformational leaders are more likely to delegate power to employees and involve them in decision making than transactional leaders. Employees who feel more empowered in terms of competence and control tend to have a more favorable evaluation of organizational reputation.

The short comings and limitations of these studies provoked this study.

2.3 Theoretical Review

There are various theories in the study of organizational leadership style but this study adopts the trait theory of leadership

2.3.1 Traits Theory of Leadership

The totality of this theory is based on the perception that specific characteristic associated with different leaders and their target. The physical, mental, and personality traits are believed to affect the leadership style of a leader. Traits lead to certain successful outcome of a leader. The theory assumes that leaders are born with special characteristics and traits, inherit certain traits and combine the inherited with the born trait which in turn distinguishes them from others. The notion was that those destined to be leaders are born with special qualities that enable them to lead others rather than to be dominated. Scholarly, there has been no particular leadership trait proven to be of best fit to promise effective leadership as at 2015 as observed and identified by Robins (2015). However, it has been observed that a combination of these qualities and traits will make an effective leader.

Like Great Man theory, this theory assumed that people inherit certain qualities and traits that make them better suited to leadership. Trait theory attempted to crystallize particular personality or behavioral characteristics shared by leaders. Galton (1869) found that leadership was a unique property of extraordinary individuals, and the traits leaders

possessed were immutable and could not be developed. Throughout early 1900s, the study of leadership focused on traits. However, a dilemma baffled the proponents of this theory. If particular traits are key features of leadership, then how do we explain people who possess those qualities but are not leaders? Further, the list of the traits grew endlessly with each leader bringing in additional traits. Many of the times, the traits were contradictory as well (Uhunoma, 2017).

Trait theory is a psychological concept which developed from the middle of 20th century. Nowadays in the research of management, it is found that trait theory has some relation with leadership, because they both focus on essential characteristics. In recent years, some companies have come up to the top in business, such as Google and Apple (Daft, 2016). Their CEOs are both leaders but with different types of leadership. The leadership traits using interpersonal skills is more powerful because this type can influence people more effectively, and leadership has several practical implications for HRM managers (Holsinger, 2019).

Trait theory is an important concept in psychology, which is an approach to the study of human personality. Trait theorists are primarily interested in the measurement of traits, which can be defined as habitual patterns of behavior, thought, and emotion (Kassin, 2003). The trait approach was one of the earliest approaches in leadership researching, which investigated leaders' attribution such as personality, motives, values

and skills (Yukl, 2012). What essential characteristics leaders must have? Why a good team always finish a project successfully and others cannot? What kind of leader's personality can benefit the team and organization? In the environment of market economy, leaders in corporations and companies are all trying to find codes to make them successful and earn more profit. So many researchers are interested in personality and trait theory, to acquire the essential factors which leaders should have. Leadership has become a popular subject in the study of management.

It is important to figure out what leadership is. There are so many people give the definition of leadership, but the meanings are all different (Yukl 2012). The ability of an individual to influence, motivate, and enable others to contribute toward the effectiveness and success of the organization. John Maxwell is a leadership expert, he claimed that the heart of leadership is one influencing another (T+D 2013). Because leader is the center of a team or a company, they control the direction, the structure and whole situation of the system, influencing is crucial to members or employees to understand what leader is thinking, and what leader want them to do. According to Kaplan-Leiserson (2005), employees' performance can be influenced by the abilities of leaders, including leadership character. However the precondition of influence effectively is the leader has good interpersonal skills. That is one of characteristics a leader should have.

Specifically, in project management, interpersonal skill has become an important skill to project manager or team leader. VanIngen (2007) noted that effective project management is a balance of organizational skills and people skills. Interpersonal skills also called “soft skills”, they are now have same status than manage skills in project managing. Soft skills are very difficult because leaders use them to manage people. Many experienced project manager said that it is not the technical side causes a project failure, but soft side (Anderson 2010). Gillard (2009) also states that project manager cannot attain technical skills only, the need for excellent soft skills are essential for success. It can be seen that interpersonal skills are requisite to project managers, even to leaders. It is also one of the keys of leaders influence employees effectively.

However, some leaders do not have excellent interpersonal skills, they are also called great leader. They do not concentrate on communication, but make all fields perfect, that is another reflection of leadership. Steve Jobs, the best leader in last 20 years, made Apple to the biggest company all over the world. His innovation, execution, market attention and self-confidence are the reasons why he could success (Lundquist, 2011). But he barely paid attention to what employees thinking. He had a cruelly casual way of driving employees to the breaking point and tossing them aside, few people ever wanted to work for him twice (Goodell, 2011). However, on the other hand, that was the traits and characteristics of Steve Jobs, a very different way to demonstrate the meaning of

leadership. With lacking of soft skills, he still succeeded. Steve Jobs is an example of leadership without soft skills. It can be seen that soft skills are not necessities for leadership can be shown in other ways.

According to Yukl (2012), some theorists state that leadership can be distinct as direct leadership and indirect leadership. Direct leadership influence people when interacting with them or using communication media such as sending e-mail or having meetings with employees. The example of Larry Page above is a good explanation of direct leadership. Indirect leadership influence people have positive aspects of leaders, such as ethic and supportive behaviour. That means employees could be influenced if the manager or the CEO is a great model on skill, personality or behaviour, like Steve Jobs. Although the forms of leadership of Larry Page and Steve Jobs are different, They both have influenced a number of people. That is why Google and Apple are the two biggest IT companies and the backbones of mobile internet (Holsinger, 2019). The two types of leadership can both make companies successful because of influencing others. However, using interpersonal skills can make employees be more effective influenced by leaders. It is also more sustainable for companies and organizations in the long term.

CHAPTER THREE

Research Method

3.1 Research Design

The study will adopt the survey design that will be used to investigate “The Effect of Leadership on Organizational Performance: A Case Study of University of Benin Teaching Hospital”. The research design is adopted because it helped the researcher to represent the population using a sample. The data collected from the survey will be subjected to various analysis from which inferences are made concerning the population which in turn validates the objectives and findings of the research.

3.2 Source of Data Collection

Both primary and secondary source of data collection will be used. The source of the primary data entails the data obtained from staffs from University of Benin Teaching Hospital, Benin City, Edo state. The instrument used in collecting the primary data was questionnaire.

3.3 Population of the study

The populations of the study consist of all staffs of the University of Benin Teaching Hospital, which is 3,840 as at 2020 (UBTH, Records, 2020). The population of this study will consist of old and new staffs University of Benin Teaching Hospital, Benin City, Edo state and other respondents in the area.

3.4 Sampling Techniques and Sample Size

The method of sampling techniques applied in this study will be simple random sampling. This is a process whereby every member of the population has an equal chance of being selected in order to eliminate the possibility of being biased. Convenience sampling technique is adopted to select 363 staffs in the organization under survey using Yaro yamani. The convenient sampling technique will be adopted because it's a type of non-probability sampling that involves the sample being drawn from that part of the population that is close to hand. Thus, this sampling technique will be chosen purely based on convenience.

The Table Below Shows the Departments in University of Benin Teaching Hospital with Staff Strength (population) and Sample

S/N	Departments	Population	Sample
1	Anaesthesiology	60	5
2	Cancer Registry	23	2
3	Chemical Pathology	41	3
4	Child Health	124	9
5	Community Health	33	3
6	Dental – Oral and Maxillofacial Surgery	20	2
7	Dental – Oral Diagnosis	10	1
8	Dental – Oral Medicine and Pathology	9	1
9	Dental – Orthodontics Dentistry	12	1
10	Dental – Periodontics Dentistry	15	1
11	Dental – Preventive Dentistry	7	1
12	Dental – Restorative Dentistry	10	1
13	Dietetics and Nutrition	16	1
14	Ear, Nose and Throat	56	4
15	Family Medicine	78	9
16	Haematology	54	3

17	Histopathology	35	3
18	Internal Medicine	56	4
19	Medical Microbiology	34	2
20	Medical social services	12	1
21	Mental Health	15	1
22	Morbid Anatomy	26	2
23	Nursing Services	1780	201
24	Obstetrics and Gynaecology	27	2
25	Occupational Therapy	17	1
26	Ophthalmology	24	2
27	Orthopaedics and Traumatology	24	2
28	Pharmacy & Pharmaceutical Services	19	1
29	Physiotherapy	18	1
30	Public Health Nursing	21	2
31	Physiotherapy	11	1
32	Radiology	10	1
33	Radiotherapy and Clinical Oncology	16	1
34	Radiotherapy and Nuclear Medicine	13	1
35	Surgery	28	2
36	Accident and Emergency Centre	101	9
37	Achieving Nigerian Health Initiative (ANHI) Clinic	10	1
38	Assisted Reproduction/ In Vitro Fertilization (IVF) Centre	8	1
39	Children Emergency Clinic	19	1
40	Comprehensive Health Centre, Ogbonna	12	1
41	Comprehensive Health Centre, Udo	18	1
42	Consultant Out-Patient Clinic	112	9
43	Dental Out-Patient Clinic	103	9
44	Female Maternity Clinic	106	9
45	General Practice Clinic	68	5
46	National Health Insurance Scheme (Clinic)	16	1
47	Ophthalmic Clinic	13	1
48	President's Emergency Plan for AIDS Relief (PEPFAR) Clinic	10	1
49	South-South Zonal Pharmacovigilance Centre	11	1
50	Stem Cell Transplant Centre	15	1
51	Stroke Centre	18	1

52	Nigerian Medical College Residency Training Programme	23	2
53	Centre for Training Community Health Officers	12	1
54	Emergency Medical Technician (EMT), Paramedics Training Institute	19	1
55	Institute of Health Technology	44	3
56	School of Health Information Management	52	4
57	School of Midwifery	69	5
58	School of Nursing	34	2
59	School of Post Basic Nursing Studies	23	2
60	Account	45	3
61	Security	79	7
62	Technical	46	3
	Total	3840	363

Source University of Benin Teaching Hospital Records 2021

3.5 Research instrument

The research instrument used for this study is questionnaire titled The Effect of Leadership on Organizational Performance: A Case Study of UBTH. The instrument was written in a simple language to facilitate comprehension by the respondent. There were five alternatives, the alternatives are; Strongly Agree (SA), Agree (A), Indifferent (I), Disagree (D) and Strongly Disagree (SD). The questionnaires were designed determine the Effect of Leadership on Organizational Performance. The questionnaire was divided into two parts namely; part one which is the demographic-data and part two which had three sections with five items each. Each section was therefore used to answer the three-research question raised above.

3.6 Data Collection

The study adopts the questionnaire as instrument of data collection which to enable the researcher obtain information needed. However secondary data such as text books, academic journals, information booklets, etc, were used to supplement the so data collected. The questionnaire will be administered personally, and the researcher collected the completed questionnaire. In situation where the respondents could not provide answers on the spot, the researcher had to go back to collect them.

3.7 Method of Data Analysis

Data analysis according to Silverman, (2005) is a very crucial process in research because it is at this stage that we try to make use and meaning out of the data we have generated. If the analysis are not properly done, we are, likely to reach conclusions that are not valid which can lead to bad decisions. The research will analyse the information from the survey administration of the questionnaire, using simple percentage.

The researcher decided to use simple percentage test as the research tool because of its simplicity, the simple percentage is a statistical tool that enables the researcher to establish a relationship between the variables in the total population. It does this by testing whether the row classification of the dependent variables. The variable in question must have the structural characteristics of normal and ordinal measures.

$$\text{Percentage} = \frac{\text{Number} \times 100}{\text{Total number}}$$

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1 Data Presentation and Analysis

As the final stage of this research work data presentation and analysis is the hallmark of any research work. This chapter deals with data presentation and analysis.

The data here were primarily sourced from the administered questionnaires. A total of three hundred and eight 380 questionnaires were administered to the staff and management of University of Benin Teaching Hospital, Benin City, but only 200 were returned completely ticked as required which is about 52.63% which is acceptable in this research study.

4.2 Data Presentation Based on the Personal Data

The presentation of data based on the personal data covers sex distribution, age group, marital status, academic qualification and category of various respondents. The analysis of the demographic data is presented after the table representation below.

1. Respondent according to gender

Sex	No of Respondents	% of Respondents
Male	110	55%
Female	90	45%
Total	200	100

Source: Field Survey 2021

2. Age of respondents

Age	% of Respondents	% of Respondents
Less than 30 years	35	17
30-40 years	94	47
40 years	72	36
Total	200	100

Source: Field Survey 2021

3. Academic Qualification of Respondents

Academic Qualification	% of Respondents	% of Respondents
O' Level	20	10
ND/NCE/DIPLOPMA	40	20
HND/B.SC	80	40
M.SC/MPA/Ph.D	60	30
Total	200	100

Source: Field Survey 2021

4. Number of years of Respondents

Number of years in the Ministry	No of Respondents	% of Respondents
Less than 5 years	30	15
5-10 years	30	25
10 years and above	120	60
Total	200	100

Source: Field Survey 2021

5. Position of Respondents in the Nigeria Bottling Company

Position in the Ministry	No of Respondents	% of Respondents
Junior Staff	44	22
Middle level staff	96	48
Senior Staff	60	30

Total	200	100
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Source: Field Survey 2021

From the result analysis, 55% of the respondents were male while 45% were female, 17% were below 30 years while 47% were falls between the range of 30-40 years and 36% falls in the range of 40 years and above, 55% of the respondents were married, 38% were single while the remaining 7% were divorces. The study reveals a 10% of respondents were O'Level etc, 20% with ND/NCE/Diploma certificates, 40 had HND/B.Sc certificate, 30% had M.Sc/MPA/Ph.D certificate. The study reveals that 15% of respondents had spent less than 5 years, 25% of respondents had spent 5-10 years and 60% of the respondents had 10 years and above experience in the University of Benin Teaching Hospital. The study also reveals that 22% of the respondents were Junior Staffs, 48% of the respondents were middle level Staffs and 30% of the respondents were Senior Staffs'.

From the above report, it can be said that the responses from the respondents can be reckoned with since all are experienced.

4.3 Data Presentations based On Responses to Questionnaire

This part of the research work contains various responses to the issues raised in the questionnaires. And they shall be assigned tables.

Research Question One: Does Leadership Effectiveness Affect Organizational Performance Maximization in UBTH?

Question 6: Effective leader always try to understand other staffs strength geared towards performance.

Responses	Respondents	%
Agreed	180	90.00
Undecided	20	10.00
Disagreed	-	-
Total	200	100

Source: Field Survey 2021

From table 6 above, 90% of the respondents were strongly agreed that effective leader always try to understand other staffs strength geared towards performance, while 10% of the respondents agreed, 10% were undecided, no percentage for disagreed and strongly disagreed. From the above result revealed that 180 respondents representing 90% agreed, while 20 respondents undecided and no respondent disagreed that effective leader always try to understand other staffs strength geared towards performance.

Question 7: Effective leaders have listening quality that promotes staff involvement?

Responses	respondents	%
Agreed	200	100.00
Undecided	-	-
Disagreed	-	-
Total	200	100

Source: Field Survey2021

From table 7 above, 72% strongly agreed, 28% agreed, no percentage for undecided, disagreed and strongly disagreed that effective leaders have listening quality that promotes staff involvement. This result implies that 200 respondents representing 100% agreed that effective leaders have listening quality that promotes staff involvement.

Question 8: To achieve performance maximization an effective leader must be patient?

Responses	Respondents	%
Agreed	174	86
Undecided	20	10
Disagreed	8	4
Total	200	100

Source: Field Survey 2021

The table 8 above revealed that 60% strongly agreed that to achieve performance maximization an effective leader must be patient, 26% agreed 10% were undecided, 4% disagreed and there is no percentage for strongly disagreed. The result also shows that 174 respondents representing 86% agreed, 20 respondents representing 10% undecided, while 8 respondents representing 4% disagreed that to achieve performance maximization an effective leader must be patient.

Question 9: An effective leader has approachable attribute that attract productivity among staffs?

Responses	respondents	%
Agreed	170	85
Undecided	12	6
Disagreed	18	9
Total	200	100

Source: Field Survey 2021

The table 9 above shows that 45% strongly agreed, 40% agreed, 6% were undecided, 4% disagreed, while 5% strongly disagreed that an effective leader has approachable attribute that attract productivity among staffs. The result indicates that 170 respondents representing 85% agreed, 12 respondents representing 6% undecided, while

18 respondents representing 9% disagreed that effective leader has approachable attribute that attract productivity among staffs.

Question 10: Leaders who are effective has pleasing personality trait that tends towards organizational performance?

Responses	Respondents	%
Agreed	106	58
Undecided	40	20
Disagreed	44	22
Total	200	100

Source: Field Survey 2021

Table 10 above shows that 30% of the respondents strongly agreed with the statement, 28% agreed, 20% were undecided, 16% disagreed while the remaining 6% strongly disagreed that leaders who are effective has pleasing personality trait that tends towards organizational performance. The result also shows that 106 respondents representing 58% agreed, 40 respondents representing 20%, while 44 respondents representing 22% disagreed that leaders who are effective has pleasing personality trait that tends towards organizational performance.

Research Question Two: What is the effect of leadership administrative behaviour on organizational performance in UBTH?

Question 11: Good leadership administrative behaviour provides directions towards productivity?

Responses	respondents	%
Agreed	184	92
Undecided	12	6
Disagreed	4	2
Total	200	100

Source: Field Survey 2021

From the table 11 above 92% of the respondents were strongly agreed that good leadership administrative behaviour provides directions towards productivity, while 6% agreed but 6% were undecided but only 2% were strongly disagreed and the same 2% disagreed respectively. The result again shows that 184 respondents representing 92% agreed, 12 respondents representing 6%, 12 respondents representing 6%, while 4 respondents representing 2% disagreed that good leadership administrative behaviour provides directions towards productivity.

Question 12: Good leadership administrative behaviour supports innovative idea from the employees?

Responses	respondents	%
Agreed	170	85
Undecided	30	15
Disagreed	-	-
Total	200	100

Source: Field Survey 2021

The table 12 above shows that 50% of the respondents strongly agreed with the statement, 35% agreed, 15% were undecided, no percentage for disagreed, strongly disagreed that good leadership administrative behaviour supports innovative idea from the employees. The result implies that 170 respondents representing 85%, while 30 respondents representing 15% undecided that good leadership administrative behaviour supports innovative idea from the employees.

Question 13: Good leader display example of commitment geared towards organizational performance?

Responses	respondents	%
Agreed	190	95
Undecided	6	3
Disagreed	4	2
Total	200	100

Source: Field Survey 2021

Table 13 above revealed that 62% of the respondents strongly agreed, 33% agreed, 3% were undecided, 1% disagreed, while 1% strongly disagreed that good leader display example of commitment geared towards organizational performance. This result also implies that 190 respondents representing 95% agreed, 6 respondents representing 3%, while 4 respondents representing 2% disagreed that good leader display example of commitment geared towards organizational performance.

Question 14: I believe that teamwork skills deserve more attention in the work place.

Responses	Respondents	%
Agreed	190	95
Undecided	6	3
Disagreed	4	2
Total	200	100

Source: Field Survey 2021

The table 14 result shows that 30% strongly agreed, 30% agreed, 20% were undecided, 16% disagreed and no percentage for strongly disagreed that for effective functioning leadership administrative behavior must be enhance the welfare of the employees. The result implies that 190 respondents representing 95% agreed, 6 respondents representing 3% undecided, while 4 respondents representing 2% disagreed that teamwork skill deserve more attention in the work place.

Question 15: Leadership administrative behavior can go a long way in promoting Unisom among staffs geared towards productivity?

Responses	Respondents	%
Agreed	160	80
Undecided	40	20
Disagreed	-	-
Total	200	100

Source: Field Survey 2021

Table 15 shows that 50% of the respondents strongly agreed that leadership administrative behavior can go a long way in promoting Unisom among staffs geared towards productivity, 30% were agreed, while 20% were undecided. But no percentage respondent for disagreed and strongly disagreed respectively accords to the result in the table above. This implies that 160 respondents representing 80% agreed, while 40mrespondents representing 20% undecided that leadership administrative behavior can go a long way in promoting Unisom among staffs geared towards productivity.

Research Question Three: What is the Effect of Supportive and Directive Leadership style on Organizational Performance in UBTH?

Question 16: Intelligent leaders are efficient enough to make decisions good directives that promote organizational performance?

Responses	Respondents	%
Agreed	170	80
Undecided	10	5
Disagreed	20	10
Total	200	100

Source: Field Survey 2021

From the table 16, 35% strongly agreed, 50% agreed, 5% were undecided, 10% disagreed, while no percentage for strongly disagreed that intelligent leaders are efficient enough to make decisions good directives that promote organizational performance. The second table shows that 170 respondents representing 80% agreed, 10 respondents representing 5% undecided, while 20 respondents representing 10% disagreed that intelligent leaders are efficient enough to make decisions good directives that promote organizational performance.

Question 17: Supportive and directive leaders are not limited to the interest of the organization but also in the interest of employees?

Responses	Respondents	%
Agreed	190	95
Undecided	10	5
Disagreed	-	-
Total	200	100

Source: Field Survey 2021

The table 17 above shows that 50% of the respondents strongly agreed with the statement, 45% agreed, 5% were undecided, and no percentage for disagreed and strongly disagreed that supportive and directive leaders are not limited to the interest of the organization but also in the interest of employees. The results also implies that 190 respondents representing 95% agreed, while 10 respondents representing 5% were undecided that supportive and directive leaders are not limited to the interest of the organization but also in the interest of employees.

Question 18: Supportive leaders have honesty, integrity, compassion, and encourage others?

Responses	respondents	%
Agreed	180	90
Undecided	10	5
Disagreed	10	5
Total	200	100

Source: Field Survey 2021

The table 18 above shows that 60% of the respondents strongly agreed with the statement, 30% agreed, 5% were undecided while only 5% strongly disagreed that supportive leaders have honesty, integrity, compassion, and encourage others. The result implies that 180 respondents representing 80% agreed, 10 respondents representing 5% undecided, while 10 respondents representing 5% disagreed that supportive leaders have honesty, integrity, compassion, and encourage others.

Question 19: Supportive leaders delegate tasks effectively to enhance organizational performance?

Responses	Respondents	%
Agreed	160	80
Undecided	-	-
Disagreed	40	20
Total	200	100

Source: Field Survey 2021

The table 19 above shows that 60% of the respondents strongly agreed that supportive leaders delegate tasks effectively to enhance organizational performance, 20% agreed, 15% disagreed while only 5% strongly disagreed with the statement. This result implies that 160 respondents representing 80% agreed, no response from undecided, while 40 respondents representing 20% disagreed that supportive leaders delegate tasks effectively to enhance organizational performance.

Question 20: Supportive and directive leadership delegate burden among subordinates?

Responses	respondents	%
Agreed	170	85
Undecided	30	15
Disagreed	-	-
Total	200	100

Source: Field Survey 2021

The table 20 above shows that 50% of the respondents strongly agreed that supportive and directive leadership delegate burden among subordinates, 35% agreed, 15% were undecided, no percentage for disagreed and strongly disagreed that supportive and directive leadership delegate burden among subordinates. The result implies that 170 respondents representing 85% agreed, while 30 respondents representing 15% undecided and no respondent disagreed that supportive and directive leadership delegate burden among subordinates.

4.3 Hypotheses Testing

Hypothesis One Testing

H₀: Leadership effectiveness does not affect organizational performance in UBTH.

H₁: Leadership effectiveness affects organizational performance in UBTH.

Option/Questions	1	2	3	Total
Agree	180	200	174	554
Undecided	20	-	20	40
Disagree	-	-	8	8
Total	200	200	200	600

Source: Field Survey, (2021)

Expected frequency = $\frac{(\text{Column total}) \times (\text{Row total})}{\text{Grand total}}$

$$R_1C_1 = \frac{200 \times 554}{600} = 184.67$$

$$R_1C_2 = \frac{200 \times 40}{600} = 13.33$$

$$R_1C_3 = \frac{200 \times 8}{600} = 2.67$$

Contingency Table

Table (i) Contingency Table for Hypothesis I

O	E	(o-e)	(o-e) ²	(o-e) ^{2/e}
180	184.67	-4.67	21.81	0.12
20	13.33	6.67	44.49	3.34
-	2.67	-2.67	7.13	2.67
200	184.67	15.33	235.00	1.27
-	13.33	-13.33	177.69	13.33
-	2.67	-2.67	7.13	2.67
174	184.67	-10.67	113.85	0.62
20	13.33	6.67	44.49	3.34
8	2.67	5.33	28.41	10.64
X ²				38.00

Calculated $X^2 = 38.00$

Degree of freedom = $(r-1)(c-1)$

= $(3-1)(3-1)$

= $(2)(2)$

= 4

& at 0.05 level = 9.488

$38.00 > 9.488$

Decision: Calculated X^2 is greater than critical X^2 , therefore reject H_0 which states that leadership effectiveness does not affect organizational performance in UBTH and accept the null H_1 . **Decision:** We accept H_1 which states that leadership effectiveness affect organizational performance in UBTH.

Hypothesis Two Testing

H_0 : Leadership administrative behaviour does not affect organizational performance in UBTH.

H_1 : Leadership administrative behaviour affects organizational performance in UBTH.

Option/Questions	6	7	9	Total
Agree	184	170	190	544
Undecided	12	30	6	48
Disagree	4	-	4	8
Total	200	200	200	600

Source: Field Survey, (2021)

Expected frequency = $\frac{(\text{Column total}) \times (\text{Row total})}{\text{Grand total}}$

$$R_1C_1 = \frac{200 \times 544}{600} = 181.33$$

$$R_1C_2 = \frac{200 \times 48}{600} = 16.00$$

$$R_1C_3 = \frac{200 \times 8}{600} = 2.67$$

Contingency Table

Table (i) Contingency Table for Hypothesis I

O	E	(o-e)	(o-e)²	(o-e)^{2/e}
184	181.33	2.67	7.13	0.04
12	16.00	-4.00	16.00	1.00
4	2.67	1.33	1.77	0.66
170	181.33	-11.33	128.37	0.71
30	16.00	14.00	196.00	12.25
-	2.67	-2.67	7.13	2.67
190	181.33	8.67	75.17	0.41
6	16.00	-10.00	100.00	6.25
4	2.67	1.33	1.77	0.66
X²				24.65

Calculated $X^2 = 24.65$

Degree of freedom = $(r-1)(c-1)$

= $(3-1)(3-1)$

= $(2)(2)$

= 4

& at 0.05 level = 9.488

24.65 > 9.488

Decision: Calculated X^2 is greater than critical X^2 , therefore reject H_0 which states that leadership administrative behaviour does not affect organizational performance in UBTH and accept the alternative H_1 . **Decision:** We accept H_1 which states that leadership administrative behaviour affects organizational performance in UBTH.

Hypothesis Three Testing

H_0 : Supportive and directive leadership style does not affect organizational performance in UBTH.

H_1 : Supportive and directive leadership style affects organizational performance in UBTH.

Option/Questions	11	13	14	Total
Agree	170	190	180	540
Undecided	10	10	10	30
Disagree	20	-	10	30
Total	200	200	200	600

Source: Field Survey, (2021)

Expected frequency = $\frac{(\text{Column total}) \times (\text{Row total})}{\text{Grand total}}$

$$R_1C_1 = \frac{200 \times 540}{600} = 180.00$$

600

$$R_1C_2 = \frac{200 \times 30}{600} = 1.00$$

$$R_1C_3 = \frac{200 \times 30}{600} = 1.00$$

Contingency Table

Table (i) Contingency Table for Hypothesis I

O	E	(o-e)	(o-e)²	(o-e)^{2/e}
170	180.00	-10.00	100.00	0.56
10	1.00	9.00	81.00	9.00
20	1.00	19.00	361.00	19.00
190	180.00	10.00	100.00	0.56
10	1.00	9.00	81.00	9.00
-	1.00	-1.00	1.00	1.00
180	180.00	0.00	0.00	0.00
10	1.00	9.00	81.00	9.00
10	1.00	9.00	81.00	9.00
X²				57.12

Calculated $X^2 = 57.12$

Degree of freedom = (r-1) (c-1)

= (3-1) (3-1)

= (2) (2)

= 4

& at 0.05 level = 9.488

57.12 > 9.488

Decision: Calculated X^2 is greater than critical X^2 , therefore reject H_0 which states that Supportive and directive leadership style does not affect organizational performance in UBTH and accept the alternative H_1 . **Decision:** We accept H_1 which states that supportive and directive leadership style affects organizational performance in UBTH.

4.4.1 Discussion of Findings

The test of hypothesis one revealed that calculated X^2 value of 38.00 which is greater than critical X^2 , value of 9.488, implies that the null hypothesis one is rejected (H_0) which states that leadership effectiveness does not affects organizational performance in UBTH and accept the alternative hypothesis states that leadership effectiveness affect organizational performance in UBTH. this support the study by Allen and Meyer (1990) found that leadership effectiveness affect organizational performance.

The test of hypothesis two shows that the calculated X^2 value of 24.65 which is greater than critical X^2 value of 9.488 therefore reject the null hypothesis one (H_0) which states that leadership administrative behaviour does not affects organizational performance in UBTH and accept the alternative H_1 which states that leadership

administrative behaviour affects organizational performance in UBTH. This corroborates with the study by Çokluk and Yılmaz (2010) found that the leadership Behaviour affects Organizational Commitment.

The test of hypothesis three indicate that the calculated X^2 value of 57.12 which is greater than critical X^2 value of 9.488, therefore reject H_0 which states that supportive and directive leadership style does not affect organizational performance in UBTH and accept the alternative H_1 which states that supportive and directive leadership style affects organizational performance in UBTH. This finding is in line with the study by Eisenberger, Robert, Fasolo and Davis-LaMastro (1990) found that organizational support promotes employees diligence, commitment, and innovation.

CHAPTER FIVE

Summary of Findings, Recommendation and Conclusion

5.1 Introduction

This study is fashioned and designed to critically analyze The Effect of Leadership on Organizational Performance: A Case Study of UBTH. This chapter is divided into summary of findings, recommendation and conclusion. The study focuses on the issues affecting leadership effect on organizational performance with respect to control exhibited on the employees resulting from administrative behaviour of the leader.

5.2 Summary of Findings

The findings shows that effective leader always try to understand other staffs strength geared towards performance and that effective leaders has listening quality that promotes staff involvement. The findings also show that to achieve performance maximization an effective leader must be patient and that an effective leader has approachable attribute that attract productivity among staffs. The findings also revealed that leaders who are effective has pleasing personality trait that tends towards organizational performance.

In the test of research question two the result shows that good leadership administrative behaviour provides directions towards productivity and that good leadership administrative behaviour supports innovative idea from the employees. The

findings revealed that good leader display example of commitment geared towards organizational performance. The result shows that for effective functioning leadership administrative behavior must be enhance the welfare of the employees and that leadership administrative behaviour can go a long way in promoting Unisom among staffs geared towards productivity.

The findings from the test of research question three shows that intelligent leaders are efficient enough to make decisions good directives that promote organizational performance and that supportive and directive leader are not limited to the interest of the organization but also in the interest of employees. The findings shows that supportive leaders have honesty, integrity, compassion, and encourage others and that supportive leaders delegate tasks effectively to enhance organizational performance. The findings also revealed that supportive and directive leadership delegate burden among subordinates.

5.3 Conclusion

Based on the findings on the effect of leadership on organizational performance using UBTH as a case study, the following conclusions were made:

- 1) Leadership effectiveness affects organizational performance in University of Benin Teaching Hospital.

- 2) Leadership administrative behaviour affects organizational performance in University of Benin Teaching Hospital.
- 3) Supportive and directive leadership style affects organizational performance in University of Benin Teaching Hospital.

5.4 Recommendations

From the above findings of the study on the effect of leadership on organizational performance using UBTH as a case study, the following recommendations were made:

- 1) Since leadership is one of the basic means used in attainment of organizational goal/objective, every organization should ensure that the right leader man their organization in order to achieve their set goals and or objectives.
- 2) Leaders should adopt a well-articulated leadership behavior that will maximize their leadership potential as well as transcend into the behaviour of their employee which will facilitate organizational performance. Organizations should endeavour to encourage their employees as well as recommend their behaviour for optimal performance. The management team should always have the welfare of the workers at heart.
- 3) Subordinates should be educated about the need for harmony with them and their leaders in the work place for the mutual benefit that geared towards organizational performance.

4) Leaders should encourage people for working through their broad vision, and provide employees to reveal all their abilities determining interpersonal group strategies among the people who will efficiently work. Accordingly, administrative leaders who do not accept public employees as a mechanical factor of the state will not only increase the organizational commitment of employees but also provide positive effects upon institutional performance increase.

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APPENDIX

DEPARTMENT OF PUBLIC ADMINISTRATION FACULTY OF SOCIAL SCIENCES QUESTIONNEIRE

I am a 400 level student of the above department conducting a research on “Leadership Style and Organizational Goal Attainment in Public Institutions: A Case Study of University of Benin”. I request that you provide me reliable and accurate information as relevant policy decisions is dependent on the information given.

I promise to keep whatever information given as strictly confidential. Please tick [√] in the appropriate box that suite your response, thanks.

Section A: Demographic information

1. Sex Male: () Female ()
2. Age Group: Less than 30 years () 30-40 years () 40-50 years () 50 years and above ()
3. Educational Qualification: Registered Nurse () Matron () Doctor () Lab Attendant () Prof. ().
4. Number of years in the organisation Less than 5 years () 5-10 years () 10 years and above ()

Section B

Key: SA-Strongly Agree, A =Agree, U= Undecided D= Disagree, SD Strongly Disagree.

Kindly tick (√)

Section 1: Leadership Effectiveness and Organizational Performance Maximization

1. Effective leaders understand other staffs strength and utilize it towards organizational performance?

- a) Strongly Agree [],
- b) Agree [],
- c) Undecided [],
- d) Disagree [],
- e) Strongly Disagree [].

2. Effective leaders have listening ear to complain and this can promote staff involvement?

- a) Strongly Agree [],
- b) Agree [],
- c) Undecided [],
- d) Disagree [],
- e) Strongly Disagree [].

3. Performance maximization can be achieved through effective leadership?

- a) Strongly Agree [],
- b) Agree [],
- c) Undecided [],
- d) Disagree [],
- e) Strongly Disagree [].

4. An effective leader has approachable character that affects corporate productivity?

- a) Strongly Agree [],
- b) Agree [],
- c) Undecided [],
- d) Disagree [],
- e) Strongly Disagree [].

5. Leaders who are effective has pleasing personality trait that tends towards organizational performance?

- a) Strongly Agree [],
- b) Agree [],
- c) Undecided [],
- d) Disagree [],
- e) Strongly Disagree [].

Section 2: Leadership Administrative Behaviour on Organizational Performance

6. Good leadership provides directions to the employees which geared towards productivity?

- a) Strongly Agree [],
- b) Agree [],
- c) Undecided [],
- d) Disagree [],
- e) Strongly Disagree [].

7. Leadership administrative behaviour encourages innovative idea from the employees?

- a) Strongly Agree [],
- b) Agree [],
- c) Undecided [],
- d) Disagree [],
- e) Strongly Disagree [].

8. Leader who displays good example can encourages staff commitment which leads to organizational performance?

- a) Strongly Agree [],
- b) Agree [],
- c) Undecided [],
- d) Disagree [],
- e) Strongly Disagree [].

9. Effective and functioning leadership administrative behaviour enhances the welfare of the employees?

- a) Strongly Agree [],
- b) Agree [],
- c) Undecided [],
- d) Disagree [],
- e) Strongly Disagree [].

10. Leadership administrative behaviour that delegates' authority can go a long way in promoting Unisom among staffs geared towards productivity?

- a) Strongly Agree [],
- b) Agree [],
- c) Undecided [],
- d) Disagree [],
- e) Strongly Disagree [].

Section 3: Supportive and Directive Leadership Style and Organizational Performance

1. An intelligent support from leaders in an organization to employees can promote organizational performance?
 - a) Strongly Agree [],
 - b) Agree [],
 - c) Undecided [],
 - d) Disagree [],
 - e) Strongly Disagree [].

2. Supportive and directive leaders combine the interest of organization and that of the employees?
 - a) Strongly Agree [],
 - b) Agree [],
 - c) Undecided [],
 - d) Disagree [],
 - e) Strongly Disagree [].

3. Supportive leaders who direct others should have honesty, integrity, compassion, and encourage others?
 - a) Strongly Agree [],
 - b) Agree [],
 - c) Undecided [],
 - d) Disagree [],
 - e) Strongly Disagree [].

4. Supportive and directive leaders delegate tasks effectively to enhance organizational performance?
 - a) Strongly Agree [],
 - b) Agree [],
 - c) Undecided [],
 - d) Disagree [],
 - e) Strongly Disagree [].

5. Supportive and directive leader are conscious of organizational goals hence instruct other staffs towards it?
 - a) Strongly Agree [],
 - b) Agree [],

- c) Undecided [],
- d) Disagree [],
- Strongly Disagree [].